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ORGANIZATION OF THE SECRETARIAT OF THE UNITED NATIONS CHILDREN'S FUND

CHAPTER I. NEW YORK HEADQUARTERS

Section D. External Relations Group

The present section describes the current functions and organization of the External Relations Group, which includes the Programme Funding Office, the Division of Information, the Division of Public Affairs and Greeting Card and related Operations (GCO).

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I. NEW YORK HEADQUARTERS

D. External Relations Group

The External Relations Group includes the Programme Funding Office, the Division of Information, the Division of Public Affairs, Greeting Card and related Operations (GCO), the external relations functions of the Geneva Office and the UNICEF offices at Tokyo and Sydney. The Group is coordinated by the Deputy Executive Director, External Relations. Although reporting directly to the Executive Director, the Office of the Secretary of the Executive Board participates in the work of the External Relations Group.

Programme Funding Office

General functions and responsibilities

The Programme Funding Office coordinates UNICEF relations with donor Governments through continuous liaison with their permanent missions and in capital cities. This also includes permanent observers to the United Nations. The Office acts as the formal liaison between donor Governments and the UNICEF secretariat regarding programme cooperation, UNICEF priorities and future needs, and assists the Executive Director and his deputies in contacts with Governments in industrialized countries. It is the focal point for initiating and coordinating UNICEF activities in a given industrialized country within the strategic framework of a "country approach". The Office, together with the Division of Public Affairs, is the focal point in industrialized countries for the follow-up to the World Summit for Children. In this capacity, the Office endeavours to stimulate development cooperation benefiting women and children through the Development Assistance Committee machinery and contacts with individual donors.

The Office supports the Executive Director in overall fund-raising for UNICEF. It has direct responsibility for all funding from Governments and intergovernmental organizations, as well as for specific project funding from the private sector, including National Committees for UNICEF and non-governmental organizations (NGOs).

The responsibilities of the Office are:

(a) To support the Executive Director in developing strategies for relations with each of the industrialized countries;

(b) To serve as the corporate focal point for post-Summit follow-up in the industrialized countries, together with the Division of Public Affairs (which deals with the children in industrialized countries). In this connection, the Programme Funding Office reviews, analyses and reports on actions taken regarding development aid review policies. It participates in

an interdivisional team to compile the annual report of the Executive Director to the Executive Board and, in 1992, the Secretary-General's report in response to General Assembly resolution 45/217 of 21 December 1990, based on information received from various countries, relevant United Nations agencies and others;

(c) To support the Executive Director in policy guidance, policy coordination and conceptual support in all aspects of fund-raising, particularly the preparation and implementation of fund-raising strategies for increasing financial resources from traditional donors and potential new sources of funding, and, in this connection, the development of funding targets and income projections, together with the Division of Financial Management;

(d) To support the Executive Director in raising funds for UNICEF general resources, coordinating UNICEF relations with donor Governments and maintaining continuous liaison with Governments in their capitals and with their permanent missions to the United Nations, as well as with permanent observers to the Organization;

(e) To support the Executive Director in raising supplementary funds for UNICEF programmes of cooperation and, in this connection, to ensure the provision of periodic reports to donors on substantive progress of programme activities undertaken as the result of the availability of additional supplementary resources and the utilization of funds provided by them; to maintain close contacts with donors through continuous liaison with permanent missions to the United Nations in New York and through periodic visits to donor countries to discuss overall relations with a specific focus on funding arrangements and to negotiate agreements relating to supplementary funding, as well as to discuss progress of funded activities; and to maintain close contacts with National Committees. The Office is also encouraging the active involvement of field offices in this process, since many donor agencies have decentralized decision-making in the field;

(f) To support the Executive Director in raising funds for emergency programmes and coordinate emergency appeals in cooperation with the Emergency Programmes Section;

(g) To coordinate UNICEF involvement in the annual United Nations Pledging Conference for Development Activities with the United Nations Secretariat, donor countries and field offices;

(h) To coordinate the "debt relief for children" initiative with field offices, Governments, National Committees and financial institutions;

(i) To act as the formal liaison between donor Governments and the Programme Division and field offices regarding UNICEF programme cooperation, priorities, implementation and further needs;

(j) To coordinate New York headquarters clearance of all agreements or official exchanges of letters to be signed (either at New York headquarters or in the field) between UNICEF and donors;

(k) To ensure, together with the Division of Financial Management and other divisions, UNICEF compliance with policies and procedures that govern supplementary funding;

(l) To issue annually a Compendium of contributions by main donors and to collect and maintain up-to-date information on actual and potential donors;

(m) To gather information from donor Governments, National Committees and other international organizations and, based on this, to produce donor profiles;

(n) To maintain a computerized system for monitoring the funding status of all projects for supplementary funding, including the status of negotiations with all donors;

(o) To participate in UNICEF programme strategies, previews and reviews, to assist in the finalization of project proposals for submission to donors, to maintain a "library" of projects and to produce a "sales book" (UNICEF Proposals for Supplementary Funding) each year;

(p) To prepare visits to donor countries by the Executive Director to approach high-level government and other donor groups and to promote greater interest in and financial support for UNICEF work for children;

(q) To arrange and coordinate visits to UNICEF field offices by representatives from donor countries and National Committees, as well as visits to donor capitals by UNICEF field representatives;

(r) To handle certain protocol functions for UNICEF.

Division of Information

General functions and responsibilities

The Division of Information - at headquarters locations in New York, Geneva and Tokyo - sets information policy and provides support and advice in its area of competence to the organization worldwide. The Division advises the Office of the Executive Director on information matters, speaks on behalf of the organization and promotes the image and concerns of UNICEF and issues affecting children and mothers.

Through its interaction within headquarters and with National Committees, NGOs and field offices, the Division plays a vital role in strengthening advocacy and fund-raising and in providing country-level programme support to all country and regional offices. It provides information support for fund-

raising, handles media relations and produces and co-produces audio-visual, printed and electronic materials. In partnership with professional organizations, the Division also plans and carries out training programmes for journalists on child survival, protection and development. The Division is also responsible for promoting education for development in both industrialized and developing countries.

Organization of the Division

The Division consists of the Director's Office, including a Support Services Unit and a Global Communication Fund Unit; the Editorial, Publications and Photo Section; the Media and Emergency Section; the Radio, Television and Film Section; and the Education for Development Section.

Director's Office

The Director's Office provides overall guidance on policy matters for the substantive services and information staff based at Geneva, Sydney, Tokyo and country and regional offices; oversees UNICEF relations with the media; coordinates UNICEF information activities with those of other organizations and agencies of the United Nations system; coordinates activities with other headquarters divisions and with GCO; supervises cooperation in information matters with National Committees and NGOs; and, at the international level, develops initiatives and supports communication activities as part of country programmes. The Office manages budgetary and administrative matters and also coordinates major projects that involve different sections.

In addition to overall responsibility for the Division's work, the Director also supervises the work of the Media and Emergency Section, as well as the Education for Development Section, and provides functional guidance to the Information and Education for Development Section at Geneva. The Director chairs the Information Products Committee and the Programme Publications Committee. The Deputy Director supervises the Editorial, Publications and Photo Section, the Radio, Television and Film Section and the Support Services Unit and serves as Secretary of the Global Communication Support Fund.

Support Services Unit. The Unit provides support services in the following areas: assistance in budget submission, monitoring and reporting; control and certification of expenditures, including consultant's emoluments and short-term staff salaries; counselling and monitoring of personnel policies and procedures; contractual arrangements for corporate and individual special services agreements and short-term contracts; procurement of computer and office equipment; and other administrative services. In addition, it is responsible for the development and maintenance of distribution services for all UNICEF information materials.

Global Communication Fund Unit. Under the supervision of the Deputy Director, the Unit manages the Global Communication Support Fund and serves as the secretariat of an interdivisional committee which sets guidelines for the Fund's distribution and approves funding requests. The objective of the Fund

is to promote activities that strengthen the communication and social mobilization component of UNICEF programmes.

Editorial, Publications and Photo Section

The Editorial and Research Section absorbed the major functions of the Photo, Design and Distribution Section and became the Editorial, Publications and Photo Section. This restructuring was designed to ensure that the editorial component of publication relates more closely to the production component. On the editorial side, the Section in responsible for planning, developing and preparing written and electronic publications and services. It coordinates the research, preparation and distribution of publications, including the State of the World's Children Report, the UNICEF Annual Report, Facts and Figures and the quarterly First Call for Children. The Section also reviews publications produced by GCO to ensure accuracy and consistency of message. The Section acts as a resource for reference and research for National Committees, field offices, institutions, the media and the general public and contracts news agencies to prepare and distribute pertinent stories on development issues, children and UNICEF. The Section develops and maintains an information exchange between National Committees and field offices.

On the production side, the section is responsible for the design, copy-editing, translation and production of publications and other print materials. The Section is also responsible for developing and supervising the UNICEF Centralized Address System (also known as UNICAS), a distribution system that allows UNICEF to refine its knowledge of audiences and more accurately target each publication.

Finally, the Section maintains a photo library and organizes photo coverage of UNICEF-related activities and the production and distribution of photo materials to National Committees, field offices, the media, etc.

Media and Emergency Section

The Section plans and coordinates global media strategies, including major international news conferences, seminars and UNICEF events involving the media. It advises field offices and National Committees on media issues and is responsible for the development of information strategies to cover emergency situations. It also advises field offices on media relations and provides information support to National Committees on media aspects of emergencies. It also puts out press releases and issues the weekly "Newsflash" and frequent "emergency notes".

Radio, Television and Film Section

The Section plans and develops global audio-visual products and provides services and information/advocacy tools for use by UNICEF staff, National Committees, broadcasters and NGOs. It also promotes and provides electronic media coverage of UNICEF activities and negotiates and assists in the

development of radio and television co-productions with National Committees and broadcast stations. Short radio and video programmes are produced for advocacy and training purposes. The radio and video feature service supplies broadcasters on a regular basis with television and radio news spots and features about UNICEF work. The Section also assists National Committees and country offices with various post-production services.

Education for Development Section

The Section, with components in both Geneva and New York, is responsible for supporting and giving guidance to educational activities that promote global solidarity, peace, tolerance, social justice and environmental awareness. It does so by applying the principles and methods of education for self-empowerment and active community involvement to more traditional educational contexts, such as schools, youth clubs and teacher-training institutions.

The section works primarily with the education officers of National Committees in industrialized countries. Through the regional offices, it also extends outreach to educators in developing countries working in similar areas.

Its programmes include the development of special strategies for training, teaching and communication, which incorporate the principles of education for development; the organization of workshops for teachers, youth facilitators, trainers and curriculum planners in these principles and methods; the production of education materials that exemplify the application of education for development in a variety of contexts; and the initiation of special projects in education for development, especially those that require the collaboration of two or more National Committees or of National Committees and UNICEF field offices. Through its Geneva office, the Section also provides a number of ongoing support services to National Committees and NGOs, including information about relevant printed and audio-visual material, a clearing house for material between National Committees and the publication of EDev News, a newsletter that appears three times a year.

Division of Public Affairs

General functions and responsibilities

The Division of Public Affairs is responsible for advocacy on behalf of children and for galvanizing actions by UNICEF partners and allies leading to the achievement of Summit goals and including implementation of the Convention on the Rights of the Child.

The Division works to guide, service and strengthen the organization's main partners, the National Committees, and to build systematic collaboration with networks of international NGOs, intergovernmental organizations, parliamentarians, religious corporate and municipal leaders, celebrities,

children, youth and other influential constituencies. The Geneva Office functions as an outreach office for the external relations divisions, with its director reporting to the Director of the Division of Public Affairs. Public affairs functions at the Geneva Office include support to National Committees and NGOs, work relating to the Convention on the Rights of the Child, special events and work with intergovernmental organizations, parliamentarians and religious leaders.

The Division, both at New York and Geneva, monitors the development of emerging social/political issues as they affect children; helps to evaluate the role of UNICEF in these areas; provides overall coordination and guidance to the contributions of Goodwill Ambassadors and other UNICEF celebrity supporters; and is responsible for developing the advocacy component of all UNICEF events. In fulfilling its advocacy function, the Division seeks and develops alliances with wide-ranging coalitions of social, political and economic development interest groups and movements to build ever broader child support and protection networks. The Division capitalizes on opportunities offered by such events as the United Nations Conference on Environment and Development and such specialized initiatives as the "baby-friendly" hospital initiative, to accelerate progress in meeting UNICEF goals.

The Division works closely with targeted constituency groups and key opinion leaders to galvanize their support at global, regional and national levels and to develop opportunities for their cooperation in programme delivery and advocacy outreach. In addition, the Division provides policy guidance and advice to country offices in the establishment of new support entities for children, while continuing to strengthen collaboration with National Committees.

The Division serves as the corporate focal point for follow-up activities to the World Summit for Children's Plan of Action among UNICEF external partners. It provides technical assistance to other UNICEF offices concerning the Convention on the Rights of the Child and other child rights-related issues. As such, it has strong linkages with the Programme Division, the Division of Information, the Programme Funding Office and GCO, in particular the Special Fund-raising Events and New Initiatives (SENI) Section.

Organization of the Division

The Division consists of the Director's Office, the Child Rights and Public Policy Section, the National Committee Section, the Non-Governmental Organization Section and the Public Participation Section, which includes the Public Advocacy, Parliamentarians and Religious Leaders, and Intergovernmental Organizations Units.

Director's Office

The Director's Office oversees and coordinates the work of each of the Division's four sections, and through the Director of the Geneva Office, provides guidance concerning public affairs functions performed by that

Office. The Director and Deputy Director provide direct support to the Office of the Executive Director in strengthening UNICEF cooperation with external partners and are responsible for coordinating the mobilization component of such accelerated activities as the "baby-friendly" hospital initiative.

Child Rights and Public Policy Section

The major role of UNICEF in the promotion of the Convention on the Rights of the Child and its cooperation with other advocates and United Nations agencies, particularly the Centre for Human Rights, has led to the development of a major new area for advocacy and programme support. Child rights will be a platform for global advocacy in the 1990s and one of the foundations for sustaining progress towards UNICEF programme goals. During the next biennium, the Child Rights and Public Policy Section will continue to serve as the corporate focal point for the Convention and related issues, including the environment and children in especially difficult circumstances.

The Section also serves as the coordinating office responsible for public education and technical support for the Convention, in addition to acting as secretariat for the interdivisional consultative group established by the Executive Director to prepare the role of UNICEF in the implementation of the Convention at the country level.

National Committee Section

The National Committee Section, with the assistance of the National Committee Operational Support Section at Geneva, serves as the division focal point for National Committees on matters related to National Committee policy, general advocacy and public participation. In addition, the Section provides policy support for fund-raising and advocacy activities of the National Committees through the provision of information on UNICEF programmes and the coordination of contacts with UNICEF field offices. It also provides support in the area of information resources management in order to strengthen National Committee communications capacity. The Section provides support to the Standing Group of National Committees in the organization and implementation of the annual National Committees' meeting and other workshops and forums. It serves as the UNICEF focal point for collaborative work planning with National Committees and provides necessary guidance and assistance to Committees as requested.

During the 1990s, the Section will place particular emphasis on strengthening UNICEF collaboration with National Committee partners (volunteers, NGOs, parliamentarians and others) in providing policy guidance and operational support for the mobilization of World Summit for Children follow-up activities. It will cooperate with the Programme Funding Office in instituting a country approach to UNICEF cooperation with National Committees and develop a framework for cooperation with new support entities for children.

The National Committee Operational Support Section at Geneva functions as an integral part of the Division of Public Affairs and coordinates with the National Committee secretariat all activities regarding National Committees in Europe. It serves National Committees in areas related to UNICEF strategies and new developments and ensures the inclusion of special events such as the World Summit for Children in National Committee workplanning. Work profiles of National Committees and their individual requirements serve as the basis of the Section's operational support function. The Section liaises with New York and field offices regarding specific inquiries by National Committees, analyses work plans and annual reports of National Committees and provides comprehensive comments on both. The National Committee Section in New York is responsible for liaison with all non-European National Committees.

Non-Governmental Organization Section

The Section provides overall guidance in the creation of UNICEF/NGO policy and develops new areas of UNICEF/NGO cooperation. The Section is responsible for overall coordination, planning and ongoing liaison with international NGOs, with the assistance of the NGO Liaison Unit in Geneva. It works closely with the Executive Director's Office, other headquarters divisions and regional and country offices to stimulate and sustain UNICEF/NGO programme collaboration and to expand UNICEF advocacy networks in support of UNICEF global priorities. It coordinates the participation of NGOs in major advocacy thrusts including, in particular, the Convention on the Rights of the Child and the Summit Plan of Action.

The Section serves as the initial point of contact for international NGOs seeking information about UNICEF programmes and priorities and facilitates their access to appropriate UNICEF focal points. It also functions as an information conduit to country offices and National Committees seeking closer collaboration with national affiliates of international NGOs.

The New York and Geneva Offices have primary responsibility for support and cooperation with the 173-member NGO Committee on UNICEF, including the activities of the NGO working groups.

Public Participation Section

The Section works to mobilize networks of specific constituency groups and is responsible for devising an overall strategy for raising social consciousness on behalf of children through the promotion of UNICEF objectives with influential groups and mobilization support. This involves working with political leaders and heads of State, on both an individual and country basis, and ongoing liaison with the Organization of African Unity (OAU), the Commonwealth, the Movement of Non-Aligned Countries, the Francophone Summit and others.

The rapid acceleration of UNICEF cooperation with decision makers and leaders of Government, religion and the arts has required the Division of

Public Affairs to intensify its outreach to these important groups for 1991 and beyond. The Section has primary responsibility for developing cooperation with artists and intellectuals, parliamentarians and religious leaders and public personalities.

In order to accomplish those goals, the Section is organized into the following three units: Public Advocacy Unit; Parliamentarians and Religious Leaders Unit; and Intergovernmental Organizations Unit.

Public Advocacy Unit. The Unit plans and arranges advocacy for special events and advocacy outreach at fund-raising events, and coordinates appearances and missions of Goodwill Ambassadors, Special Representatives for the Performing Arts and Sports and other celebrity supporters. It also assists in the creation of national support groups of artists and intellectuals throughout Africa and globally.

The Unit works closely with the Division of Information to coordinate media opportunities for the spokespersons and reviews all event proposals with SENI. The Senior Special Events Assistant, Geneva Office, works closely with the Unit to assist such activities in Europe.

The major thrusts of the Unit will be its continuing work with UNICEF Goodwill Ambassadors and other spokespersons and support to special event advocacy opportunities, in addition to intensifying its outreach to artists and intellectuals, with the goal of mobilizing their support for country programme priorities, UNICEF concerns and Summit follow-up activities. The Unit works closely with country offices and National Committees to expand the organization's network of national celebrities and spokespersons, including children and youth spokespersons.

Parliamentarians and Religious Leaders Unit. The Unit focuses on advocacy with parliamentarians and religious organizations at global, regional and national levels to foster their support and partnership for the cause of children. This work is accomplished in consultation with National Committees and regional and country offices.

Over 32 countries now have parliamentary groups on population and development where children's issues are included as part of the agenda. In addition, nine other groups were recently established and focus exclusively on children, and another 20 groups are expected to be formed by 1993.

The Unit is also responsible for coordinating advocacy activities with religious and spiritual leaders and municipal organizations. The new UNICEF partners play a key role in promoting a new ethos and the concept of a "first call" for children, as well as acting as vigilante of children's rights and well-being.

These initial efforts enable UNICEF to reach more directly parliamentarians, religious and municipal leaders at the national level. The priority for this Unit over the next few years will be to provide additional

support to field offices in order to build upon this foundation and to integrate advocacy with parliamentarians and religious leaders fully into the country programmes.

Intergovernmental Organizations Unit. The Unit has led UNICEF and the Division's work with intergovernmental organizations and forums. Most significant among these have been OAU, the Movement of Non-Aligned Countries, the Commonwealth, the South-South Summit and the Francophone Summit, which have produced several declarations of support and resolutions for action in UNICEF priority areas. The development of these networks has secured support for UNICEF programmes at the highest political level. In the years ahead, the work of the Unit will give considerable attention to building momentum towards the ratification and implementation of the Convention on the Rights of the Child and sustained follow-up to the World Summit for Children.

Greeting Card and related Operations

General functions and responsibilities

GCO was established by the Executive Board in 1951 as an integral part of UNICEF to promote greater awareness of its aims and objectives and to generate additional resources from the private sector. The objectives of GCO are: (a) to increase public awareness of UNICEF; (b) to provide an opportunity for volunteers and the general public to become personally involved in the work of UNICEF; and (c) to raise additional funds for UNICEF general resources and generate a net profit of 50 per cent on product sales.

The GCO mandate comprises three income-generating areas, which aim to maximize income for UNICEF general resources from the public at large. These are (a) greeting cards and related products; (b) private sector fund-raising; and (c) special fund-raising events and new initiatives. GCO is also responsible for the UNICEF graphic identity (e.g., use of the UNICEF logo) and the coordination of exhibits through an interdivisional task force.

The UNICEF financial regulations and rules, including the special supplement on GCO, determine its financial and administrative management.

To fulfil its mandate, GCO cooperates with National Committees and, where these do not exist, works with other organizations. UNICEF representatives, in close consultation with regional directors, assume responsibility for GCO in the countries where they serve.

Functional committees

Various committees have been established to enable GCO to carry out its functions and they include the following:

(a) Greeting Card Committee. GCO policy is set by the Executive Board and the Greeting Card Committee, which comprises the Executive Director of

UNICEF (Chairman); the Deputy Executive Directors for External Relations (Executive Vice-Chairman), Operations and Programmes; the Director, GCO; the Comptroller (observer); and the Deputy Director, GCO (Secretary). Other division directors are invited to attend the meetings as appropriate;

(b) GCO Management Committee. GCO policies, operational plans and the monitoring of progress are coordinated by the GCO Management Committee, comprising the Director, GCO (Chairman); the Deputy Director, GCO (also Director, New York Area Office); and the Director, GCO Geneva Area Office. The Senior Administrator, SENI, serves as Secretary;

(c) UNICEF International Art Committee. Card designs are selected by the Committee, which consists of the Director, GCO (Chairman); seven art professionals with expert knowledge of art and design from Europe, North America, Latin America and the Caribbean, Africa and Asia; and seven National Committee representatives (four from Europe, two from North America and one from Latin America and the Caribbean or Asia). GCO provides secretariat services;

(d) Special Events Headquarters Advisory Committee. The Committee is chaired by the Senior Administrator, SENI, and involves all functional divisions of UNICEF with responsibility for decisions pertaining to the selection, implementation and monitoring of international special fund-raising events.

Organizational structure

GCO is headed by the Director, GCO, who is accountable to the Executive Director, through the Greeting Card Committee and, between sessions, through the Deputy Executive Director, External Relations. The Director, GCO, is assisted by the Deputy Director, GCO (and Director, GCO New York Area Office), and by the Director, GCO Geneva Area Office. GCO is composed of the Director's Office and the offices of the Director, New York Area Office and Director, Geneva Area Office.

Director's Office

The Director, GCO, assumes final responsibility for GCO worldwide, submits budgets for approval and controls GCO financial and human resources. The Director is supported by the GCO Personnel Unit. The Deputy Director assumes the duties of the GCO Director during the latter's absence, and is also responsible for the GCO New York Area Office (see below).

Special Fund-raising Events and New Initiatives Section

The Section is responsible for special fund-raising events, i.e. public participation or entertainment events targeted at furthering UNICEF fund-raising and advocacy goals. It is headed by a senior administrator who reports directly to the Director, GCO.

It provides support for national fund-raising events when requested by National Committees and UNICEF field offices and coordinates international and transnational fund-raising events. It also liaises with other headquarters divisions, National Committees and UNICEF field offices to develop new support relationships and provides technical assistance and guidance in the development of special fund-raising events and new initiatives.

GCO area offices: New York and Geneva

The two GCO area offices are similar in structure and each comprises a Director's Office and five operational sections: Marketing and Sales; Art and Design; Operations; Finance and Administration; and Private Sector Fund-raising.

Director's Office, New York Area Office. The GCO New York Area Office is headed by the Deputy Director, GCO, who reports to the Director of GCO. The Office has operational responsibility for four sales regions: North America; Latin America and the Caribbean; Asia; and the Pacific, India and Pakistan.

Within this Office are three special entities:

(a) Art and Design Section. The Section carries out research and evaluation in order to identify and obtain reproduction rights of works of art for use in UNICEF cards and related products. The Section also plans and organizes the annual International Art Committee meeting and is the focal point for the UNICEF Ezra Jack Keats International Award for Excellence in Children's Book Illustration;

(b) Special Projects Unit. The Unit develops promotional, advocacy and exhibition materials for UNICEF and the UNICEF House Visitors' Centre;

(c) Production centres. GCO has established two regional production centres at Rio de Janeiro, Brazil, and Singapore, which are responsible for the production, storage and shipment of GCO products in their respective areas. The offices also serve as marketing and sales centres for their respective countries.

Director's Office, Geneva Area Office. The Office is headed by the Director, GCO Geneva Area Office, who reports to the Director, GCO, in New York, and coordinates with the Director of the UNICEF Geneva Office. The GCO Geneva Area Office is responsible for two sales regions: Europe and the Middle East and North Africa.

Within the Office are two special entities:

(a) Art and Design Section. The Section does research and evaluation in order to identify and obtain reproduction rights of works of art for use in UNICEF cards and related products;

(b) Distribution centre. A major distribution centre at Huningue, France, is responsible for the storage and shipment of GCO products in the regions covered by the Geneva Area Office.

Operational sections

The operational sections of GCO follow a parallel structure in the two GCO areas. Their duties are similar except for the differences noted in the text below.

Marketing and sales sections. The sections work in cooperation with National Committees, UNICEF field offices and other sales partners to develop strategies for UNICEF product lines, product development and overall planning to meet sales priorities. They implement pricing policies for each market to maximize income and to provide the operations sections with production requirements. The sections develop and follow up on plans for each market, ensure the reception and fulfilment of orders and develop and implement market and consumer research. They also analyse market trends and recommend action needed to remain competitive.

The sections give functional guidance to UNICEF field offices and other sales partners, including the development of training programmes and workshops and the handling of communication and service problems. They develop sales estimates and determine new markets and market segments with UNICEF product potential. They support, assist and monitor the development of product sales through National Committees, UNICEF field offices, NGOs and other sales partners.

The publicity and promotion units work within the marketing and sales sections to develop advertising, publicity and merchandising materials for use by sales partners.

In New York, a design/studio agency provides graphic design services and materials to all GCO sections in New York and to other UNICEF divisions for exhibit and promotion services.

Operations sections. The sections are responsible for the production/procurement of all GCO products. They formulate and implement annual production plans including procurement, production, quality control, warehousing, shipping and stock control.

Finance and administration sections. The sections are responsible for the finance and accounting functions of GCO, which include providing management with accurate information about planned and actual production costs of UNICEF sales products and publicity materials, and the consolidation of accounts on a worldwide basis. They are also responsible for electronic data-processing operations.

Private sector fund-raising sections. GCO supports National Committees and UNICEF field offices in the area of private sector fund-raising. This

includes direct appeals, mass appeals, and project documentation and fund-raising information exchanges, networking and databases.

The sections are responsible for direct appeals, mass appeals and project documentation and fund-raising information exchange, networking and databases. In the area of direct appeals, the fund-raising sections support partners in the preparation of direct mail, telephone appeals, grant proposals, pledge giving, planned giving, payroll deduction, affinity cards and other direct fund-raising methods to targeted audiences. In the area of mass appeals, the sections are responsible for appeals to the public at large through mass media channels such as telethons, radiothons, "Change for Good", commercial media appeals, etc.

Project documentation work is carried out in New York owing to the proximity of source materials at UNICEF headquarters. This involves preparing materials and reports on UNICEF themes, countries and projects for distribution to National Committees and UNICEF field offices.

Fund-raising information exchange, networking and database involve the collection and distribution to UNICEF partners of data on fund-raising methods, techniques and experiences.